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ENLISTED PROFESSIONAL DEVELOPMENT GUIDE

PREFACE

This professional development guide provides career planning and professional development guidance for Career Management Field (CMF) 19 enlisted Soldiers and noncommissioned officers (NCOs). It is a blueprint to construct personal and professional goals. Leaders at all levels should use this guide as an additional source when mentoring enlisted Soldiers and noncommissioned officers to assist them in meeting key career development objectives. The use of “company” and “battalion” in this text represents both company/troop and battalion/squadron.

We encourage readers to submit recommended changes to improve this publication. Key your comments to the specific page, paragraph, and line of text to which the change applies. Provide rationale for each comment to ensure understanding and complete evaluation. Use DA Form 2028 (Recommended Changes to Blank Forms and Publications). Send any comments, corrections, or changes to the Office of the Chief of Armor (ATZK-AR), Fort Knox, Kentucky 40121-2720.

You may reproduce and distribute the whole text or any portion of this text. We strongly encourage commanders and NCOs to use the text as a basis for Noncommissioned Officer Development Program (NCODP) classes and career counseling sessions.

The proponent for this professional development guide is the Office of the Chief of Armor (ATZK-AR), Fort Knox, Kentucky 40121-2720, DSN 464-5155, commercial (502) 624-5155 or Fax number 624-7585. Copies of this text are available from the Office of the Chief of Armor and from the OCOA home page at <http://www.knox.army.mil/center/ocoa/>.

This publication supersedes the Armor Enlisted Professional Development Guide dated May 1999.

CHAPTER 1

INTRODUCTION

1. General

a. The key to Armor NCO professional development is to seek key leadership positions in order to become MOS developed as early as possible. In key leadership positions, you are performing duties in your Primary Military Occupational Specialty (PMOS) at the authorized or next higher grade, in both TOE and TDA units. Troop time is the premier professional development assignment. You must seek these assignments and you must excel in these positions. In addition, Armor NCOs should seek the opportunity to serve in nominative and functional assignments. At times the needs of the Army will require NCOs to serve in assignments away from Soldiers. The key during these professionally developing assignments is to do the best you can and maintain your warfighting skills through professional reading and correspondence courses. In addition, Armor Soldiers should take advantage of available opportunities to expand their military and civilian education.

b. NCO professional development has three levels of responsibility: the Soldier, the commander, and the Armor Branch career advisor. The person at each level has different responsibilities in the professional development of the Soldier.

(1) The Soldiers are responsible for managing their own career. Their performance must be consistently excellent in execution, training, and education. They must seek to become MOS developed.

(2) Commanders support the professional development goals of their NCOs by providing timely and honest counseling, opportunities to serve in troop leadership positions, and by supporting an NCO's pursuit of military and civilian education. Figure 2 lists the Commander/CSM Rules for Armor NCO professional development.

(3) Armor Branch (Combat Arms Division, Enlisted Personnel Management Directorate, HRC) supports the Soldier by trying to match the Army's needs with the Soldier's personal preferences and career development requirements, ensures equity in the assignment process; and helps the force grow professionally through education, training, and assignments. Careers of Armor Soldiers are managed by Armor Soldiers. Assignments are based upon the following three criteria:

- (a) Needs of the Army
- (b) Professional Development
- (c) Soldier preference

c. The following figures provide general guidance for Armor Soldier assignments:

BOTTOM LINE UP FRONT

- **ACHIEVE MOS DEVELOPMENT** - NCOs should work in a designated leadership position for their Primary Military Occupational Specialty (PMOS) and grade. Ideally, they should serve 18-24 months and show trends of success or excellence with two or three NCOERs.
- **PROFESSIONALLY DEVELOPING (SPECIALTY) ASSIGNMENT** – Armor Branch views these positions as an opportunity to expand an Armor NCO's breadth of experience and knowledge. However, NCOs should be MOS developed before volunteering for a professionally developing (specialty) assignment. They must maintain their warfighting skills through self-development and strive to return to critical leadership assignments as soon as possible. NCOs should avoid back-to-back TDA assignments.
- **PROFESSIONAL DEVELOPMENT** – NCOs must successfully complete those schools, courses, and self-development programs available for the Armor Soldier that pertain to their MOS and duty position. They should also strive to enhance their self-development through civilian education whenever possible.

Figure 1

COMMANDER/COMMAND SERGEANTS MAJOR RULES

FOR ARMOR NCO PROFESSIONAL DEVELOPMENT

- **Assign Soldiers so they may attain MOS development first, and then encourage your Soldiers to volunteer for professionally developing (specialty) assignments.**
- **Work Soldiers in their primary MOS and in authorized positions.**
- **Counsel subordinates on a regular basis.**
- **Require your leaders to set the example.**
- **Sustain an effective Excellence In Armor (EIA) enrollment and training program.**
- **Teach Soldiers how to work and grow in the Enlisted Personnel Management System.**
- **Send Soldiers to *NCOES* courses when scheduled and update *NCOES* codes promptly.**
- **Provide Soldiers the opportunity to further their military education to meet the needs of the unit and the Army (e.g. Ranger school, Air Assault schools, Airborne school) and to further their civilian education, to include raising their *GT* score.**
- **Provide Soldiers the opportunity to improve their level of physical fitness.**

Figure 2

ARMOR CAREER DEVELOPMENT MODEL

MOS DEVELOPMENT

- An Armor NCO's career must focus on improving warfighting skills and on expanding doctrinal and leadership competency through service in the key Armor leadership positions at each rank.
- Critical assignments consist of a successful assignment at the key leadership position, ideally for 18 months or more. NCOs should seek to return to leadership positions at every opportunity.
- NCOs should successfully serve in the key leadership position, at their current grade level, before assignment to a professionally developing (specialty) position.
- The critical demands of the Army may require an NCO to serve in a professionally developing (specialty) assignment before serving in a leadership position at the current grade level, but these instances should be exceptions to the rule.
- An NCO who has not served in a leadership position at the current grade level must immediately seek an assignment in a leadership position.

PROFESSIONAL DEVELOPING (SPECIALTY) ASSIGNMENTS

- During their careers, Armor NCOs will serve in positions outside the critical leadership positions to meet the needs of the Army. Armor NCOs must strive to succeed in what the Army directs them to do.
- Armor NCOs should seek out professionally developing (specialty) assignments that broaden their perspective and knowledge base of the Army.
- Armor NCOs serving in professionally developing (specialty) assignments are individually responsible for maintaining warfighting skills through a program of independent reading, distance learning, and correspondence programs.
- Armor NCOs should avoid serving in back-to-back assignments away from troops.

Figure 3

PHYSICAL FITNESS/MILITARY/CIVILIAN EDUCATION

- The Army places a high priority on the physical fitness level of its Soldiers. Individual Soldier fitness has a significant impact on the unit.
- While Soldiers assigned to TOE warfighting units may have limited opportunity to advance their military/civilian education, they should take advantage of every opportunity. Civilian education is not a substitute for service with the troops. However, it is indicative of motivation and time management skills.
- *GT* score is used to determine eligibility for many professionally developing (specialty) assignments. Soldiers should strive to raise their *GT* score to 110 to be competitive with their peers.

COMPUTER/DIGITAL COMPETENCY

- The Army's ongoing transition from analog to digital weapons and communications systems makes the acquisition and development of computer skills more critical.
- Soldiers must become competent with "digital" skills through institutional training, on-the-job performance, and by taking advantage of opportunities to advance their skills through civilian education.
- Classes on basic computer applications, keyboarding, and computer software applications are available to improve technical skills.

Figure 4

d. The CMF19 NCO Career Map, DA PAM 600-25, shown at Figures 5 and 6 illustrates an overall view of the suggested career progression in Armor. We will address each grade level individually in the next chapter.

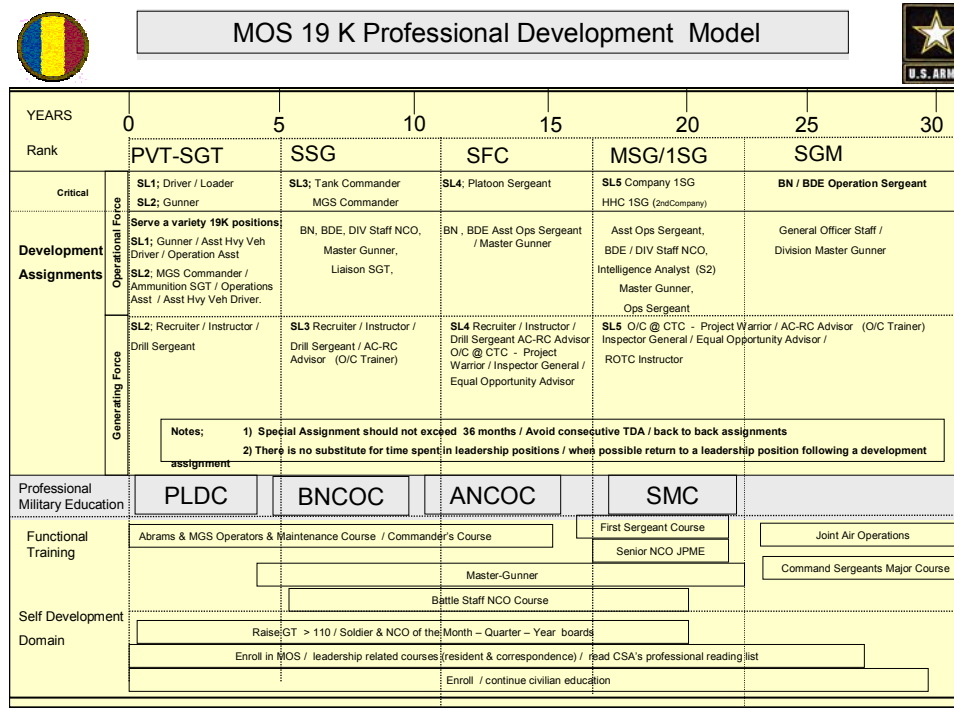


Figure 5

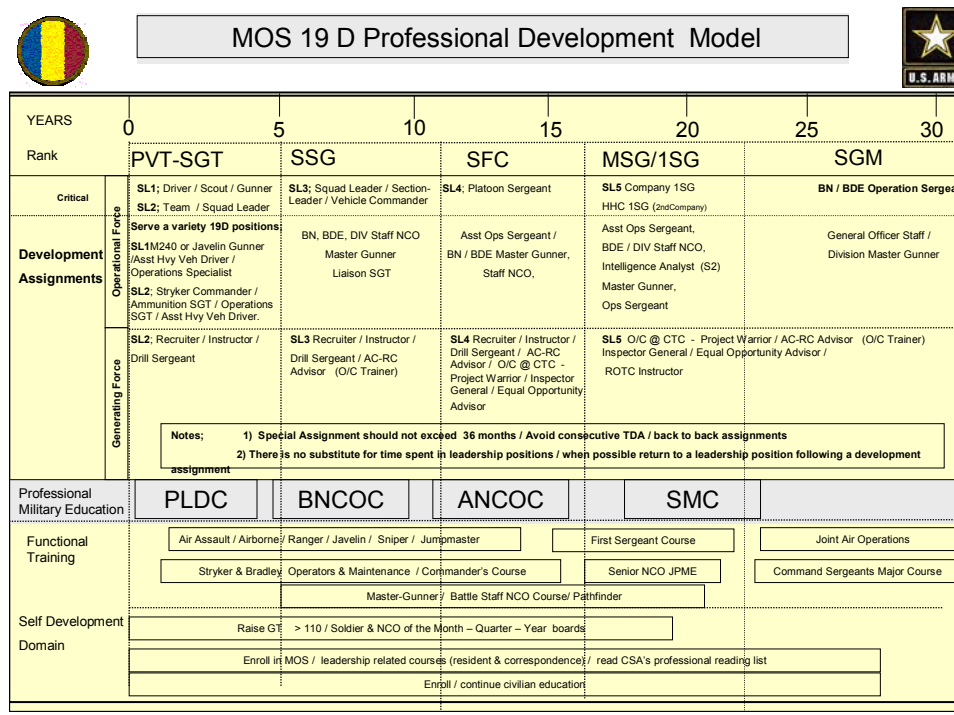


Figure 6

2. Enlisted Personnel Management System (AR 600-200)

a. The Enlisted Personnel Management System (EPMS) is the Army's system for managing enlisted Soldiers. The goal of EPMS is to promote career progression and professionalism throughout the enlisted ranks. Selection for schooling and assignments as well as other management actions all reflect EPMS policies.

b. The major components of EPMS are:

(1) Classification of personnel: awarding of an MOS/ASI/SQI and reclassification.

(2) Training: schools, formal training.

(3) Utilization of personnel: assignments.

(4) Promotions: criteria for advancement, selection boards.

(5) Reduction: administrative reduction of the Soldiers' grades.

(6) Qualitative Management: special duty assignment pay.

c. The objective of EPMS is to provide a logical road map within a career management field (CMF) to guide Soldiers along the most direct route from PVT to SGM/CSM.

Enlisted Personnel Management System

- **The Army's system for managing enlisted Soldiers**
- **Guides Soldiers from PVT to CSM/SGM**
- **Provides training throughout the Soldier's career**

3. Structure of Armor

a. Figure 7 identifies the documented Armor enlisted structure by MOS and grade. It also depicts the relative opportunity for promotion to each grade as a Soldier moves up the rank structure to Command Sergeant Major/Sergeant Major.

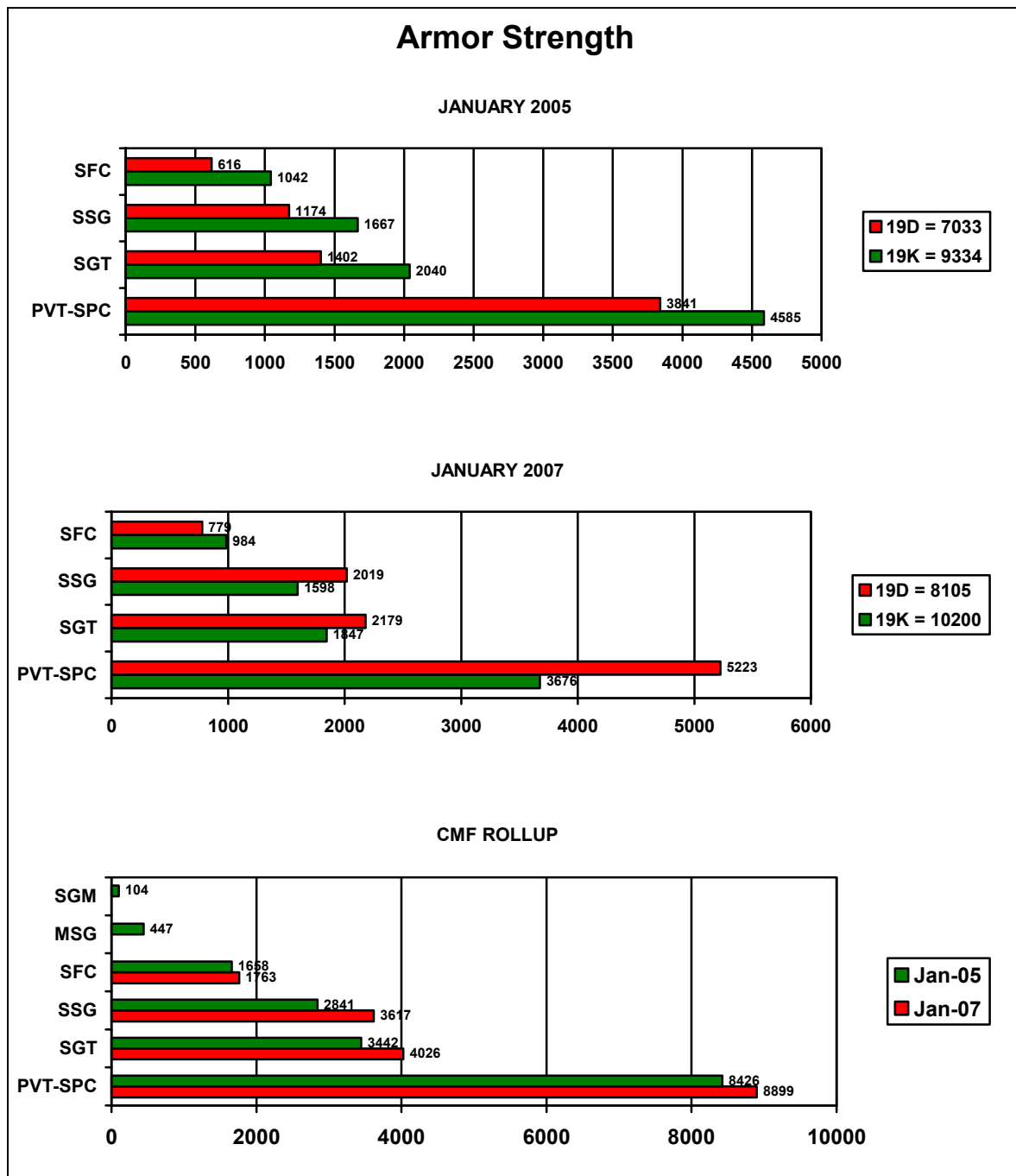


Figure 7

CHAPTER 2

PROFESSIONAL DEVELOPMENT

1. Description of Career Management Field (CMF) 19 Armor

a. Armor Branch Soldiers are valued for their warfighting skills. Armor Soldiers acquire and perfect these skills primarily through realistic training, professional military education, and service in the most demanding leadership positions Armor Branch offers. Service with troops is where armor leaders polish their tactical and technical proficiencies that are valued by the Armor Branch. Selection boards look for experience gained through the practical application of warfighting skills. Each promotion board considers qualified for promotion to the next higher level only those Soldiers who have served successfully in each of the critical leadership positions. Completion of NCOES is equally important. Civilian education achievement, while indicative of strong self-discipline and motivation, is not a substitute for service with the troops.

b. Armor encompasses positions in heavy, light infantry, and Stryker BCTs. Armor's mission is to close with and destroy the enemy using fire, maneuver, and shock effect. The Armor mission in reconnaissance organizations is to perform reconnaissance, surveillance, provide security, and engage in offensive and defensive combat operations.

c. Functions and duties specific to Armor include the following leadership and staff responsibilities:

(1) Commanding, directing, and controlling tank/cavalry combat vehicles and/or organizations.

(2) Providing technical expertise on the employment and training of armor and reconnaissance forces at all staff levels.

(3) Participating in the development of doctrine, training, leaders, organizations, materiel, and Soldiers to support the missions assigned to armor and reconnaissance units.

TROOP LEADING FOCUS

- **PRIMARY ROLE OF THE NCO IS LEADING TROOPS**
- **MAXIMUM TIME IN TROOP LEADING POSITIONS IS ESSENTIAL**
- **COMMANDERS AND SENIOR NCOs MUST ENSURE ALL NCOs HAVE THE OPPORTUNITY TO LEAD SOLDIERS IN APPROPRIATE POSITIONS FOR THEIR AUTHORIZED GRADE**

d. Armor currently has two accession Military Occupational Specialties (MOS) initially that feed into MOS 19Z (Armor Senior Sergeant). Additional descriptions are contained in DA Pam 611-21. (See Figure 8)

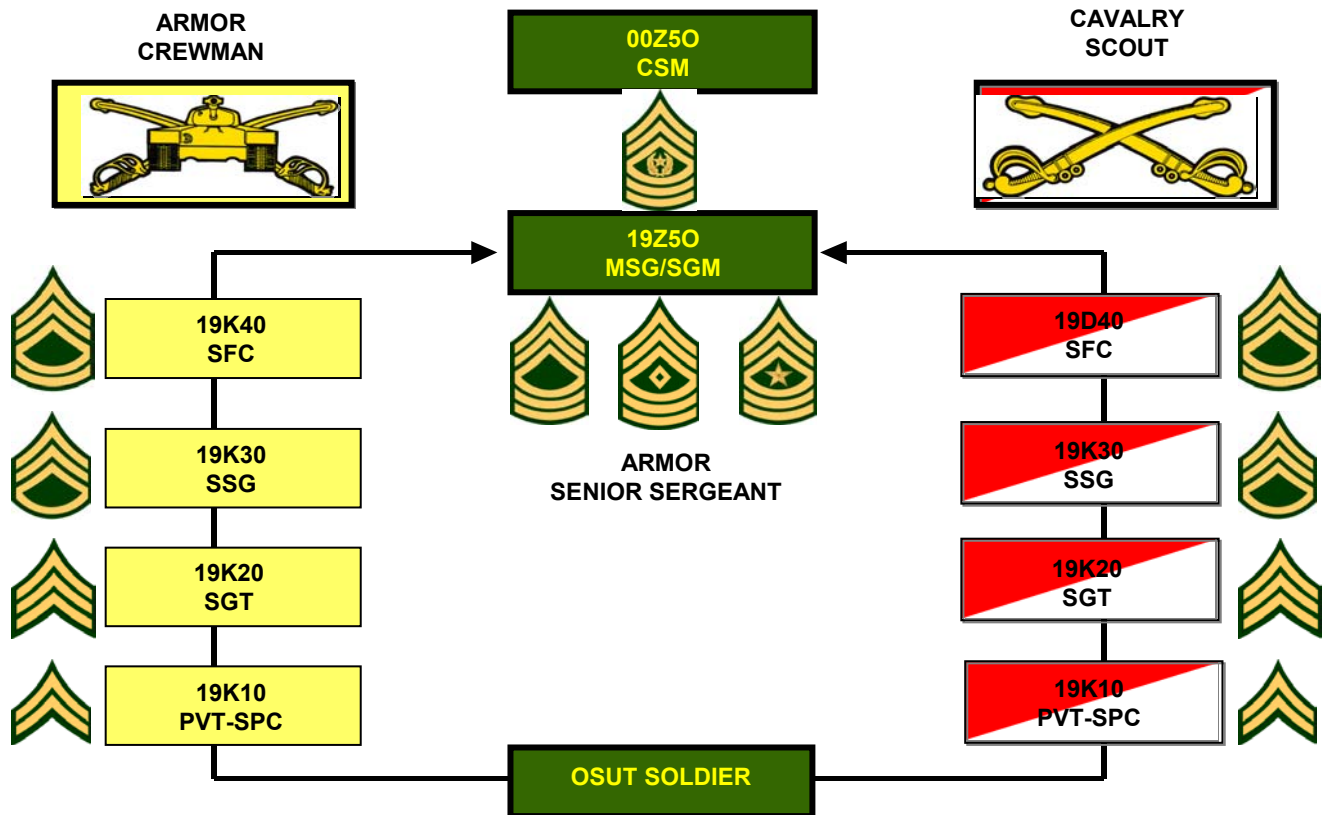


Figure 8

Note: Individual duty positions are explained in detail on pages 17 through 30.

(1) Armor Crewman (19K). The armor crewman leads, supervises, or serves as a member of an armor unit in offensive and defensive combat operations. Senior NCOs supervise tank platoons, process operations and intelligence information, and/or perform in command or staff positions in heavy and Stryker BCTs. (See figures 9 and 10)

(2) Cavalry Scout (19D). The cavalry scout leads, serves, or assists as a member of a scout crew, squad, team, section, or platoon in reconnaissance, security, and other combat operations. Senior NCOs supervise armored cavalry or reconnaissance platoons, process operations and intelligence information and/or perform in command or staff positions in heavy, light, and Stryker BCTs. (See figures 9 and 10)

(3) Armor Senior Sergeant (19Z). The Armor Senior Sergeant serves as principal NCO in an armor company, reconnaissance troop, or operations and intelligence sections in heavy, light, and Stryker BCTs, reconnaissance squadron, or higher level organization. Armor Senior Sergeants perform in staff positions which require skills involving combined arms warfare.

2. Soldier Development and CMF Standards. This section outlines the skill level, schooling required, additional courses available, operational assignments, and self-development that a Soldier must meet to be considered MOS professionally developed at each grade level. Being MOS developed means the Soldier acquired the skills, knowledge, and aptitude to remain proficient in the Armor CMF at that grade and is fully qualified for promotion and retention in the CMF.

PROFESSIONAL DEVELOPMENT

- **WARRIOR ETHOS**
- **WARFIGHTING SKILLS**
- **SUCCESSFULLY SERVE IN CRITICAL LEADERSHIP POSITIONS AND PROFESSIONALLY DEVELOPING (SPECIALTY) ASSIGNMENTS**
- **COMPLETION OF NCOES COURSES**
- **SELF-DEVELOPMENT**

3. Armor Assignment Locations. Figures 9 and 10 illustrate common locations to which Armor Soldiers may be assigned.

Active Component Armor/Cavalry Geographical Locations

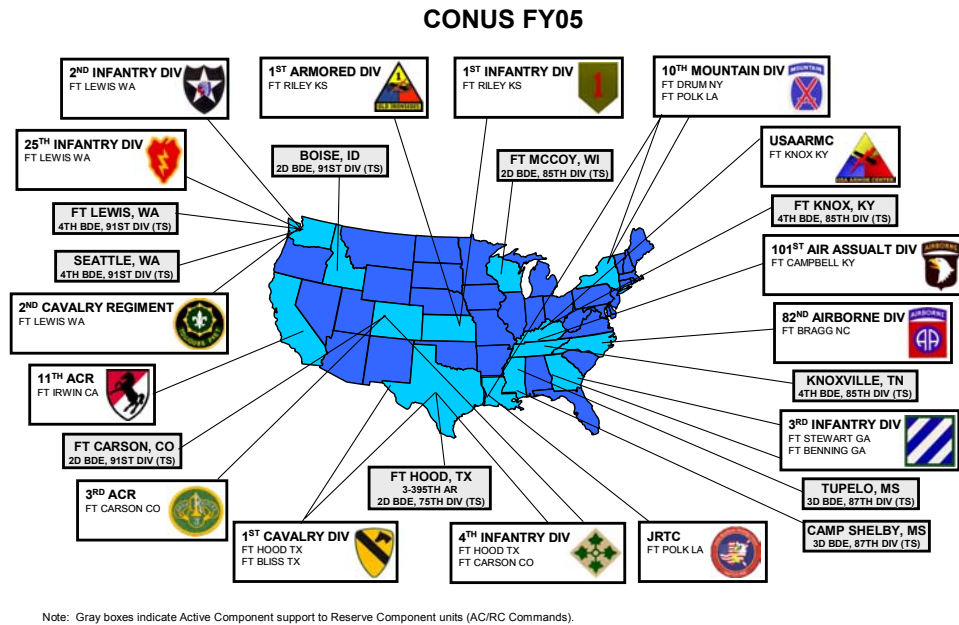


Figure 9

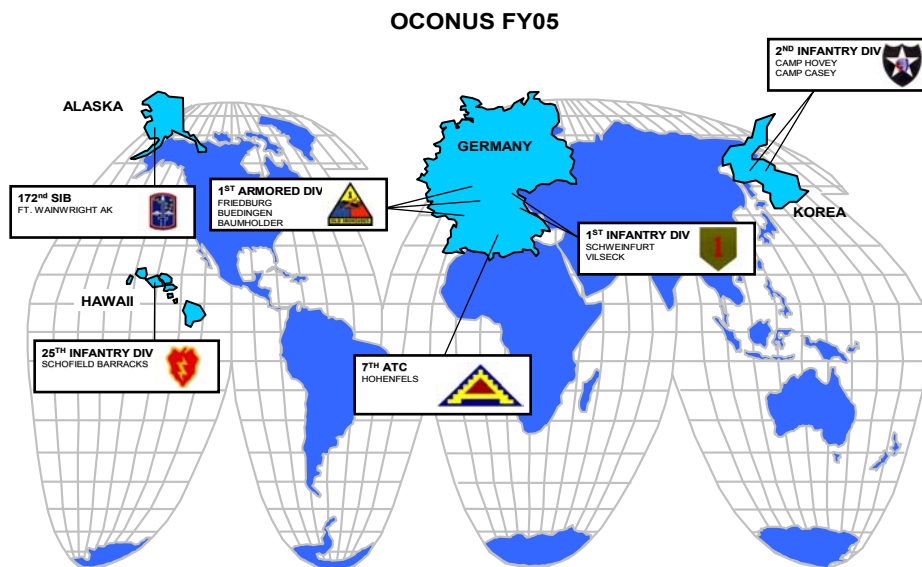


Figure 10

PVT/SPC/CPL



19K Tank Driver/Loader

19D Scout Driver/Scout



a. Private/Specialist/Corporal (PVT/SPC/CPL).

(1) Skill Level: 1

(2) Certifying Assignments: Soldiers should focus during the early years of their career on building a strong base of technical expertise in equipment, basic MOS skills, and common Soldier tasks. Don't forget the focus of Armor Branch is warfighting. Performance in professionally developing (specialty) positions remains the primary criterion for excellence in the CMF. They should seek responsibility and take advantage of opportunities to display their leadership, initiative, and motivational skills. The primary warfighting duty positions are:

(a) 19K Tank/MGS Driver or Tank/MGS Loader.

(b) 19D Scout Driver or Scout.

(3) MOS Development: The Armor Force considers a Soldier MOS developed when he attains the following criteria:

(a) MOS trained at Armor Center. (Some exceptions)

(b) Successfully completed one or more assignments as a driver, loader, or scout.

(c) Graduate of PLDC.

(4) Professional Development: To build on your MOS development, endeavor to successfully complete as many of the schools/courses and programs listed below:

(a) Airborne or Air Assault qualified (19D).

(b) Enrolled in Military Correspondence Course.

(c) Excellence in Armor Program (EIA).

(d) Audie Murphy/SGT Morales Club Program (CPL only).

Note: These are not all the schools, courses, or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a Soldier and leader in Armor Branch.

(5) Self-Development:

(a) If you scored below 100 on the **GT** section of your ASVAB test, you should attempt to raise that score. Obtaining a **GT** score above 110 will help qualify you for professionally developing (specialty) assignments and reenlistment incentives. Your post education center can assist you in achieving this goal.

(b) If you have not already enrolled in the Military Correspondence Course Program, now is the time. Correspondence courses contribute to your military education and can provide promotion points.

(c) All Armor Soldiers are encouraged to seek self-development through civilian college courses. Although completion of college courses or a degree program is not a requirement for promotion, promotion boards look favorably upon civilian education as an indicator of the Soldier's discipline and motivation.

(d) Physical fitness is a personal responsibility; this is a great time to establish your own fitness goals. These goals should enable you to obtain and maintain a high level of physical fitness.

Part of the pride you felt when they pinned on your stripes was the realization that you became, at that moment, the newest link in an NCO chain. It's a chain that stretches back through more than 200 years of distinguished history and across a thousand distant battlefields... You honor [the NCOs of the past] through the courage, candor, commitment, and competence you strive for and display everyday... Their devotion to duty and our nation's ideals, their sense of honor and courage tempered in the heat of battle, are the source from which today's NCOs draw strength. You are part of that legacy, faced with responsibilities and future challenges. –TC 22-6, *The Army Noncommissioned Officer Guide*, 1990, pp. 12, 45



SERGEANT

19K Tank Gunner (ideally 18 months or more successfully)

19D Scout Bradley Gunner, Scout HMMWV Squad/Team Leader, or Assistant Squad/Team Leader (ideally 18 months or more successfully)

b. Sergeant (SGT).

(1) Skill Level: 2

(2) Certifying assignments:

(a) Sergeants should focus during this phase of their career on developing troop leadership skills, honing technical expertise, and laying a foundation of tactical knowledge. The duty positions that provide that experience are:

1 19K Tank/MGS Gunner (ideally a minimum 18 months successfully).

2 19D Scout Bradley gunner, Scout HMMWV squad/team leader or assistant squad/team leader, and Stryker vehicle commander (ideally a minimum 18 months successfully).

(b) Every sergeant should seek assignment to these positions and hold them for as long as possible (ideally 18 months at a minimum). Many CMF 19 sergeants will serve as Abrams, MGS, or Bradley gunners. This is a logical career progression step to gain the necessary expertise to serve as a Tank Commander or Scout Section Leader. Commanders must ensure that all Armor sergeants have an opportunity to serve and be rated in these positions -- the first critical troop leadership assignment.

(3) **MOS Developed:** Listed below are the skill level schooling required and operational assignments that a Soldier must meet to be considered MOS developed:

(a) MOS trained at Armor Center.

(b) Graduate of BNCOC.

(c) Successfully completed certifying assignment.

(4) **Professional Development:** To build on your MOS development, endeavor to successfully complete as many of the schools/courses and programs listed below:

- (a) Ranger, Airborne, or Air Assault qualified (19D).
- (b) Enrolled in EIA.
- (c) Audie Murphy/SGT Morales Club Member.
- (d) Enrolled in Military Correspondence Course.
- (e) UCOFT Instructor/Operator (I/O) and Tank/Bradley crew evaluator.

Note: These are not all the schools, courses or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a Soldier and leader in Armor and Cavalry.

(5) **Self-Development:**

(a) Military Correspondence Course Program. Correspondence courses contribute to your military education and can provide additional promotion points.

(b) All Armor Soldiers are encouraged to seek self-development through civilian college courses.

(c) Physical fitness is your individual responsibility. As a leader, you must maintain your fitness level and understand that your Soldiers' level of physical fitness has a direct impact on your unit's ability to perform its mission.

EXCELLENCE IN ARMOR PROGRAM (EIA)

- **POSSIBLE ADVANCED PROMOTION AND NCOES ATTENDANCE.**
- **ALL OTHER ARMOR NCOs WHO ARE ENROLLED IN THE EIA PROGRAM WILL BE IDENTIFIED TO DA PROMOTION AND SELECTION BOARDS BY A CERTIFICATE OF ACHIEVEMENT PLACED IN THE OMPF.**



STAFF SERGEANT

**19K Tank Commander
(Ideally 18 months successfully)**

**19D Scout Section/Squad Leader
(Ideally 18 months successfully)**

c. Staff Sergeant (SSG).

(1) Skill Level: 3

(2) Certifying assignments:

(a) Staff Sergeants should focus during this phase of their career on continued development and refinement of leadership skills and tactical and technical expertise. The duty positions that provide that experience are:

1 19K Tank Commander in an MTOE unit (ideally a minimum 18 months successfully).

2 19D Scout Section/Squad Leader in an MTOE unit (ideally a minimum 18 months successfully).

(b) At this stage of an NCO's career, competing Army requirements often conflict with primary career development. The Soldier should aggressively seek to meet the MOS SSG development standard before assignment to a professionally developing (specialty)/non-CMF developing position (e.g. recruiter or drill sergeant). The SSGs critical assignment is Section/Squad leader (19D) and Tank Commander (19K) in an operational unit. SSGs should seek the opportunity to fill a platoon sergeant position after serving in a Tank Commander/Scout Section leader position. Commanders should support the NCO's career development by providing the opportunity to serve in these positions. They should support the Army and the future health of the Armor Force by providing advanced leadership opportunities to the particularly outstanding NCOs.

COMMENTS FROM THE SFC SELECTION BOARD

Do not assign SSGs to specialty assignments until they have served at least 18 months in a line unit performing squad leader or tank commander duties.

(3) **MOS Developed:** Listed below is the skill level, schooling required, and operational assignments that a Soldier must meet to be considered MOS developed:

- (a) MOS trained at Armor Center.
- (b) Graduate of BNCOC.
- (c) Successfully completed critical leadership assignment.

(4) **Encouraged assignments:** Highly qualified Staff Sergeants may serve as drill sergeants or Armor school tactics instructors. These are favorable positions because they keep NCOs close to Soldiers and close to changing doctrine or technical developments. Recruiting duty and AC/RC duty are other encouraged professionally developing (specialty) assignments for qualified Staff Sergeants. Again, before entering a TDA non-tactical assignment, an NCO should build a solid base of operational experience of at least 18 months in a critical leadership assignment.

(5) **Professional Development:** To build on your MOS development, endeavor to successfully complete as many of the schools/courses and programs listed below:

- (a) Master Gunner Course.
- (b) Drill Sergeant, recruiter, or similarly qualified.
- (c) Audie Murphy/SGT Morales Club Member.
- (d) Battle Staff Course.
- (e) UCOFT Instructor Operator (IO) and Bradley/Tank crew evaluator.
- (f) Military Correspondence Courses.
- (g) Ranger, Airborne, or Air Assault Course (19D).

Note: These are not all the schools, courses, or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a Soldier and leader in Armor and Reconnaissance.

COMMENTS FROM THE SFC SELECTION BOARDS

We found cases of NCOs who were apparently trying to obtain repetitive assignments to the school environment. This was most obvious for NCOs who had an instructor tour of duty, followed by a 2-year assignment as a Drill Sergeant, followed by a 1-year assignment to Korea, and a repeat assignment to Fort Knox. This type of assignment pattern did not help those NCOs get promoted.

(6) Self-development:

(a) All Armor Soldiers are encouraged to seek self-development through civilian college courses. Although completion of college courses or a degree program is not a requirement for promotion, promotion boards look favorably upon civilian education as an indicator of the Soldier's discipline and motivation.

(b) Physical fitness is your individual responsibility. As a leader you must maintain your fitness level and understand that your Soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

COMMENTS FROM THE SFC SELECTION BOARDS

- Positive comments concerning the performance of a SSG who acted as the PSG in the absence of the assigned NCO had great weight to the panel.
- An NCO who is just passing the PT test is only "fully qualified" for promotion, not the best qualified. If they exceed 250, they are ahead of their peers and will benefit from a notation of the score.
- Contributions during wartime/operational deployments are effective in justifying "superior" ratings.



SERGEANT FIRST CLASS

**19K Tank Platoon Sergeant
(Ideally 18 months successfully)**

**19D Scout Platoon Sergeant
(Ideally 18 months successfully)**

d. Sergeant First Class/Platoon Sergeant (SFC/PSG).

(1) Skill level: 4

(2) Certifying assignments:

(a) SFCs should focus during this phase of their career on continued development and refinement of leadership skills and tactical and technical expertise. The duty positions that provide that experience are:

1 19K Tank Platoon Sergeant (ideally a minimum 18 months successfully).

2 19D Scout Platoon Sergeant (ideally a minimum 18 months successfully).

(b) The critical assignment at this stage of an SFC's career is platoon sergeant. More than any other critical troop leadership assignment, platoon sergeant is an assignment they must have -- and must excel -- to advance to MSG/1SG and SGM/CSM. SFCs must take advantage of every opportunity to become a platoon sergeant. Due to Army requirements, if SFCs pass up an assignment as a platoon sergeant, they may never get another chance.

Note: Armor assignment branch and promotion selection boards will consider time spent in these positions as a Staff Sergeant for MOS development at the rank of Sergeant First Class.

(c) SFCs. You must serve as a platoon sergeant. Without the opportunity to achieve and maintain your proficiency as a platoon sergeant, you will not be competitive for promotion to MSG.

(d) Other operational assignments may include: Company/Troop 1SG, Operations or Intelligence Sergeant, battalion level or higher Master Gunner.

(3) **MOS Developed:** Listed below are the skill level, schooling required, and operational assignments that a Soldier must meet to be considered MOS developed:

- (a) MOS trained at Armor Center.
- (b) Graduate of ANCOC.
- (c) Successfully completed critical leadership assignment.

COMMENTS FROM THE MSG SELECTION BOARDS

- Repetitive specialty or staff assignments without leadership certification as a PSG will cripple a career (this includes multiple master gunner assignments).
- The majority of SFCs selected for promotion had more civilian education than a High School Diploma/GED.
- The selectees were all physically fit. Many had APFT scores above 250 points.
- Many were serving or had served as First Sergeants.

(4) **Encouraged assignments:** As mentioned above, there are many Army requirements which compete with Armor SFC career development. We recommend assignments that maintain or promote tactical/technical skills and leadership ability. We encourage the following assignments once SFCs have completed at least 18 months of PSG time:

- (a) Battalion or higher level operations or intelligence assignments.
- (b) Combat Training Center (NTC, JRTC, and CMTC) Observer/Controller.
- (c) Senior Drill Sergeant.
- (d) University/College level ROTC instructor.
- (e) Armor School Senior Instructor or Team Chief.
- (f) Active Component/Reserve Component (AC/RC) Observer/Controller.
- (g) Battalion/Squadron or higher level Master Gunner assignment.

(5) **Professional Development:** To build on your MOS development, endeavor to successfully complete as many of the schools/courses and programs listed below:

- (a) Audie Murphy/SGT Morales Club Member.
- (b) Battle Staff Noncommissioned Officers Course.
- (c) Pathfinder Course (19D40).
- (d) Airborne or Air Assault qualified (19D).

Note: These are not all the schools, courses, or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a Soldier and leader in Armor and Cavalry

(6) **Self-Development:**

(a) A college degree is not required for promotion to MSG; however, civilian education can be an indicator of motivation and discipline. (With all other factors being equal, the selection board may consider completion of a college degree as exceptional.)

(b) Physical fitness is your individual responsibility. As a leader, you must maintain your fitness level and understand that your Soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

Note: Armor NCOs normally will be assigned to a utilization tour as a master gunner immediately following course graduation. Master gunners must be given the opportunity to meet the CMF standard by serving as a platoon sergeant.



FIRST SERGEANT

MOS 19Z

First Sergeant

(Ideally 18 months successfully)

e. Master Sergeant/First Sergeant (MSG/1SG).

(1) Skill Level: 5

(2) Certifying assignments: The critical assignment for an Armor branch MSG is First Sergeant (1SG). Without a successful tour as a 1SG, promotion to Sergeant Major is virtually impossible. Remember, time spent in a 1SG assignment is critical. After serving as the 1SG of a Troop or Company the NCO should seek additional 1SG time by serving as the 1SG of a Headquarters Troop or Headquarters Company.

(3) MOS Development: A Soldier must successfully complete a critical leadership assignment to be considered MOS developed.

(4) Encouraged assignments:

- (a) Battalion level or higher Operations Sergeant.
- (b) Battalion level or higher Intelligence Sergeant.
- (c) University/College ROTC tactical Instructor.
- (d) Active Component/Reserve Component AC/RC Observer Controller.
- (e) TRADOC Service School Division Chief.

Note: These are not all the schools, courses, or programs available, but are only a listing of some that will help enhance promotability, professionalism, and capabilities as a Soldier and leader in Armor and Cavalry.

(5) **Professional Development:** To build on your MOS development, endeavor to successfully complete as many of the schools/courses and programs listed below:

- (a) First Sergeant's Course.
- (b) Battle Staff Noncommissioned Officer's Course.
- (c) Joint Fire Power Control Course.
- (d) US Army Sergeants Major Academy

(6) **Self-Development:**

(a) As with promotion to SFC and MSG, an associate or bachelor college degree is not required for promotion to CSM/SGM; however, civilian education can be an indicator of motivation and discipline. (With all other factors being equal, the selection board may consider completion of a college degree as exceptional.) Not only will continued education benefit the NCOs in their Army career, but it also helps to prepare them for a civilian career upon retirement.

(b) Physical fitness is your individual responsibility. As a leader, you must maintain your fitness level and understand that your Soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

COMMENTS FROM THE CSM/SGM SELECTION BOARDS

Competence assessment (strengths and weaknesses). There appeared to be a tendency toward inflation in NCOERs in both the rater and senior rater areas. Specifically, there was a noticeable increase in unsubstantiated excellence bullets, especially on NCOERs for more senior NCOs. Senior Raters are, for the most part, giving near perfect SR block checks of 1 for performance and 1 for potential. The NCO who receives a 2 block is immediately behind his peers.

Senior Raters need to have specific bullet comments to address promotion, schooling, assignment, and potential to the diverse board members in order to have a vote with the board. Specifically, the comments should address promotion selection for the specific rank desired (i.e. select for CSM, SGM) and should attempt to quantify the NCOs performance (best 1SG in the battalion, etc.) Senior Raters must also understand that their ratings go before the board in a specific CMF; they cannot give the same comments to all NCOs because they will be seen over time and specific senior raters could ultimately become irrelevant to the board which will end up hurting their best NCOs.

COMMAND SERGEANTS MAJOR/SERGEANT MAJOR



00Z Command Sergeant Major

19Z Sergeant Major



f. Command Sergeant Major/Sergeant Major (CSM/SGM).

(1) Skill Level: 5

(2) Certifying assignments: The pinnacle of an Armor Branch NCO's career is to be appointed and serve as a Command Sergeant Major/Sergeant Major. Movement up the CSM/SGM ladder, battalion - brigade - division - higher, is based on performance and demonstrated potential to serve at the next higher level. Only those Armor 1SG/MSGs who have successfully served in a branch developing Armor leadership position at each rank will be considered for selection to CSM/SGM.

(3) MOS Development: Listed below are the skill level schooling required and operational assignments that a Soldier must meet to be considered MOS developed:

(a) Successfully completed critical leadership assignment.

(b) Graduate of the US Army Sergeants Major Academy.

(4) Encouraged assignments: The principal assignments for a SGM (other than CSM) are: battalion level or higher Operations SGM, or staff assignments at division level or above. Assignments may also include Division or Directorate SGM in a TDA assignment.

(5) Professional Development: To enhance your MOS development, endeavor to successfully complete a college degree program.

(6) Self-development:

(a) There are several degree programs that will benefit a CSM/SGM to improve his range of skills and support his civilian career goals after retirement. We recommend contacting your installation Education Center. You should be nearly complete with your associate or bachelor's degree from an accredited college or university.

(b) Physical fitness is your individual responsibility. As a leader, you must maintain your fitness level and understand that your Soldier's level of physical fitness has a direct impact on your unit's ability to perform its mission.

SUMMARY

- **LEADERSHIP DEVELOPMENT** - Excel in each leadership position (ideally 18 months minimum).
- **WELL-ROUNDED BACKGROUND** - Success in leadership positions combined with success in professionally developing (specialty) assignments.
- **PERFORMANCE/POTENTIAL** - Identified as "The Best" with potential to continue as "The Best" in quantified Rater remarks and clear Senior Rater remarks.
- **MILITARY EDUCATION** - Completed level of NCOES for current skill level and grade and success in functional courses.
- **SELF DEVELOPMENT** - Correspondence courses/other military courses, civilian education, and physical fitness.

CHAPTER 3

PERSONNEL ACTIONS

1. Noncommissioned Officer Evaluation Reporting System.

a. The Noncommissioned Officer Evaluation Report (NCOER) provides formal recognition for performance of duty, a measurement of professional values and personal traits, and an assessment of potential for positions of greater responsibility.

b. NCOERs provide the rating chain's view of Soldiers' performance and potential for use in centralized selections, assignment, and other Enlisted Personnel Management System decisions.

c. NCOERs must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential. Reports that are incomplete or fail to provide a realistic and objective evaluation make personnel management decisions difficult.

d. There are six primary types of NCOERs:

- (1) Annual Reports
- (2) Change-of-Rater Reports
- (3) Complete-the-Record Reports
- (4) Relief-for-Cause Reports
- (5) Senior Rater Option Report
- (6) Sixty Day Short Tour Option Report

e. The NCOER system uses two forms:

(1) DA Form 2166-8-1, The NCO Counseling Checklist/Record. The Rater uses the 2166-8-1 along with a working copy of the NCOER as a tool to counsel subordinates. The use of the 2166-8-1 is mandatory for counseling CPL through SFC and optional for counseling 1SG/MSG through CSM/SGM. The counseling checklist provides the Rater with examples, definitions, and step-by-step assistance. This information allows the Rater to effectively counsel subordinates about their duty descriptions, performance standards, and actual performance. The Rater uses the checklist within the first 30 days of the rating period and at quarterly intervals thereafter for performance counseling.

(2) DA Form 2166-8, The NCO Evaluation Report. The Rater uses the NCOER to assess the NCO's performance, professionalism, and potential. The NCOER places great emphasis on Army values and NCO responsibilities. The NCOER relies on box marks rather than numbers, utilizes a reduced narrative in the form of bullet comment/examples, and promotes the concept of excellence. The NCOER provides the basis for many key personnel management decisions that ensure development of an NCO's full potential.

f. There are three key individuals in the NCOER system:

(1) Rater. The Rater must be the first-line supervisor of the rated NCO and designated as the Rater for a minimum of three rated months. The Rater must be senior to the rated NCO by either pay grade or date of rank. The Rater must counsel the rated NCOs on their duty performance and professional development throughout the rated period. At a minimum, the Rater will counsel the rated NCO within the first 30 days of each rating period and quarterly thereafter. The Rater's administrative responsibility is to verify Parts I and II and enter the Army Physical Fitness Test and height and weight result data on Part IV of the NCOER.

(2) Senior Rater. The Senior Rater must be in the direct line of supervision of the rated NCO and designated as the Senior Rater for a minimum of two rated months. The Senior Rater must use all reasonable means to become familiar with the rated NCO's performance potential throughout the rating period. The Senior Rater's primary responsibility is to accurately evaluate the NCO's potential for future assignments, military schools, and promotion. The additional responsibilities are to monitor the performance and evaluation process, especially periodic counseling and mentoring. The Senior Rater's administrative responsibility is to obtain the rated NCO's signature in Part II of the NCOER. They must inform the NCOs that their signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater.

COMMENTS FROM THE SFC SELECTION BOARD

Drill Sergeants had a high potential to get "1" blocked, while recruiters were most often getting a "2" or "3" from their senior rater, based solely on their accomplishment of the recruiting mission. Often accomplishment of mission appeared to be influenced by the location of the Recruiting Station as much as the quality of the NCO. Ratings for these duties were much less useful to the panel – generally they did not hurt or help the rated NCO.

(3) The Rated NCO. The rated NCO is responsible for taking an active role in the counseling and evaluation process. You must ensure:

(a) That you are counseled within the first 30 days on assignment.

(b) That you are counseled on a quarterly basis.

(c) That your accomplishments are documented.

(d) That the Rater and Senior Rater understand your personal career development goals.

(e) That you understand the Rater's counseling (what are the standards, what are your weaknesses, what are your strengths, what are you doing well, what are your professional objectives, and what are your personal objectives).

g. Without an open line of communication between the Rater and the rated NCO, the NCOER process cannot achieve its full value.

h. There are three evaluation boxes on the NCOER: EXCELLENT, SUCCESS, and NEEDS IMPROVEMENT.

(1) **EXCELLENCE.** The NCO exceeds standards as demonstrated by specific examples and measurable results; his accomplishments are achieved by very few - they are special or unusual - they are clearly better than most. For example:

(a) His diversified PT program enabled him to raise his Platoon's overall APFT by 23 points to an average APFT score of 281.

(b) His platoon scored Distinguished on Tank Table VIII with an average score of 985.

(2) **SUCCESS.** The NCO meets all standards - a SUCCESS rating indicates a good Soldier who meets all requirements. This NCO is fully competitive for promotion and schooling. The Rater's and Senior Rater's goal should be to bring the rated NCO to this level through the counseling program. For example:

(a) Commended by his Troop Commander for the role his Scout Platoon played in locating and destroying the opposing forces at the National Training Center.

(b) Sustained his section's Army Physical Fitness Test average.

(3) **NEEDS IMPROVEMENT** (some, much). The NCO did not meet the performance standards. For example:

(a) Lack of supervision over subordinates and failure to follow procedures resulted in the loss of \$2,000 worth of equipment.

(b) Counseled by the Squadron CSM for having the most disorganized platoon in the troop.

COMMENTS FROM THE MSG SELECTION BOARD

The most important document in a Soldier's file is his NCOER. Every NCOER is important, but the last five carry the most weight. A Soldier may survive a fully capable evaluation report as long as they have strong recommendations for promotion to First Sergeant. Errors in judgment that cause a rating of "NO" in values are extremely hard to overcome.

i. Most NCOs will receive a SUCCESS rating. All SUCCESS ratings indicate a good, reliable NCO. A SUCCESSFUL NCO is fully competitive for promotion and military schooling.

ITEMS THAT ARE PROHIBITED FROM BEING PLACED ON THE NCOER

- **Unproven derogatory information**
- **Comments that address race, color, religion, gender, age, or origin**
- **No mention of punitive or administrative action taken (or planned)**
- **Comments about marital status or spouse**
- **Classified information**
- **Voluntary enrollment into the Alcohol and Drug Prevention Program**

j. EXCELLENCE ratings should be very difficult to achieve. Measurable bullet comments for an EXCELLENT rating are mandatory, and the comments must contain specific information on how the NCO exceeded the standard or accomplished something special. Opinions must be supported by hard facts. Bullet comments for SUCCESS ratings are optional but are highly encouraged.

k. Bullet comments for a NEEDS IMPROVEMENT rating are mandatory. The bullets must contain specific information.

l. A key portion of the NCOER is the "potential" evaluation by the Rater and Senior Rater. If you state that one of your platoon sergeant's potential is to serve as a platoon sergeant, you are telling the board that this Soldier needs additional leadership at the current level - and is not ready for promotion yet. If you have an

exceptional SFC, a great troop leader, and you state that the potential is operations NCO (as opposed to first sergeant), you have potentially hurt that NCO. Armor is a troop leadership branch. "Potential" ratings should be oriented toward troop leadership potential.

COMMENTS FROM THE SFC SELECTION BOARD

Raters regularly noted when SSGs had performed Acting PSG duties in the absence of the PSG. It was clear to the board that this reflected the confidence of the chain of command in this SSG, and most likely indicated that this was a quality NCO.

m. Common errors found on an NCOER.

(1) Failure to support an EXCELLENCE rating with specific bullet comments. Initial reports from promotion board members indicate it is easy to tell when an EXCELLENCE rating is inflated. A Rater and Senior Rater lose credibility when they rate an NCO in the EXCELLENT box and support it with weak bullet comments.

(2) Gaps in reporting period dates or incorrect dates.

(3) Overlapping periods.

(4) Rating officials signing reports prior to dates authorized.

(5) APFT and height/weight information missing or varying height changes.

COMMENTS FROM THE CSM/SGM SELECTION BOARD

Many discrepancies were found in the ht/wt over the last five NCOERs (some discrepancies were as great as 10 inches and 25 pounds). NCOs and rating officials must be reminded that their signature on the NCOER verifies the height and weight data as correct.

(6) More than one comment per bullet.

Example:

Wrong: o Achieved the highest score in the troop on the APFT scoring 327 on the extended scale, and his platoon averaged 282 on their APFT.

Right: o Achieved the highest score in the troop on the APFT scoring 327 on the extended scale.

o His platoon's APFT average was 282.

OVERINFLATION OF NCOERS

Raters and Senior Raters should be cautious of rating a Soldier without quantifying and measurable bullet comments. When this occurs the NCOER loses weight with the promotion board.

n. NCOER appeals. The appeals system exists to protect the Army's interest and ensure fairness to the NCO. An NCO may appeal an evaluation report based on alleged bias, prejudice, inaccurate or unjust rating, incorrect APFT, or height/weight data. An NCO may appeal an evaluation report at any time; however, since the Army uses NCOERs to make personnel management decisions, it is vitally important to the Army and the NCO that an erroneous evaluation report be corrected as soon as possible.

2. How to prepare for a DA Centralized Selection Board.

a. From SSG through CSM/SGM, DA centralized selection boards will review your records for promotion and NCOES attendance. The following factors are key to your career progression:

(1) Enlisted Evaluation System (NCO-ER)

- (a) Scope and degree of responsibility.
- (b) Trends in professional ability and performance.
- (c) Specific potential recommendations by the rating officials.

(2) Overall Performance

- (a) Level of responsibility.
- (b) Trends in efficiency.
- (c) Civilian education.
- (d) Professional values.

(3) Range and Variety of Professionally Developing (Specialty) Assignments

- (a) Drill Sergeant duty
- (b) Recruiting duty
- (c) Master Gunner
- (d) Combat Training Center (CTC) Observer/Controller (O/C) duty

- (e) Proponent NCO
- (f) Doctrine/Training Development
- (g) Instructor/SGI
- (h) Reserve Component duty
- (i) Inspector General (IG) duty
- (j) Equal Opportunity duty
- (4) Derogatory Information
- (a) Article 15s
- (b) Letters of Reprimands
- (c) Assignment limitations or training disqualification
- (5) Physical fitness and weight control
- (6) Medical profiles
- (7) Photographs

COMMENTS FROM THE CSM/SGM SELECTION BOARD

- **AR 640-30 requires photos every 5 years or when a major change occurs. MSGs with SFC photos (less than 5 years old) caused the panel to question the dedication/initiative of the NCO.**
- **The panel felt that an NCO who did not take care of his own record/photo would not ensure that his subordinates were prepared for boards.**

b. You must keep your personnel records in order on a continuous basis. Upon notification of an upcoming DA Selection Board, you should begin intense preparation if you are going to be considered for promotion or school selection. Three parts of your file (photograph, Official Military Personnel File (OMPF), and enlisted record brief (ERB) contain the information the board will use to consider you for promotion or military schooling. You must not ignore the importance of reviewing and updating files.

c. Photograph.

(1) Your official military photograph is a critical component of your file. It establishes the important first impression with board members. The board will examine a digital copy of your photograph.

(2) You should have a photo taken during your birth month every 5 years; however, there is no restriction on having one made sooner. We strongly recommend that you have a new photo taken at these times:

- (a) At least one year prior to a selection board convening.
- (b) When you have lost or gained weight (e.g. weight lifters).
- (c) When you have received an award or decoration.
- (d) When you have purchased a new or better fitting uniform.
- (e) When you have been promoted.

(3) When you go to have your photo taken, take along a fellow Soldier (NCO) to inspect your uniform before and during the photograph session. Do not wear your uniform when traveling to the photo facility; change when you arrive. If you have a mustache ensure it is well trimmed and that no doubt exists it is within regulation standards.

(4) After your photo has been uploaded to DAPMIS, have your senior leadership (1SG/CSM.) examine it. If it is not perfect, have another photo taken.

(5) A sloppy appearance, unauthorized awards and decorations, or being overweight will adversely affect your selection opportunity. A missing or outdated photograph may lead board members to believe that you are apathetic or that you are trying to hide something (i.e., being overweight). Here are some photograph responsibilities:

(a) Soldier:

1 Military Appearance

2 Uniform: fits properly and is pressed. Shoes are highly polished.

3 Accouterments: Ensure you are wearing only the items that you are authorized and that are annotated on your ERB.

(b) Photo Lab. Although the Photo Lab is normally responsible for the studio lighting, positioning, eliminating shadows, and glare to ensure you get a good picture, you should consider taking someone along as a second pair of eyes. The Photo Lab cannot make a bad fitting, unpressed uniform look good; they can make a good fitting, pressed uniform look better.

d. Official Military Personnel File (OMPF).

(1) We recommend that you review your OMPF yearly and make corrections as needed. Do not wait for a promotion board to look at your file. You can review your OMPF online at <https://ompf.hoffman.army.mil/public/news.jsp>.

(2) The OMPF consists of three main sections: Performance data, service data, and restricted data.

(3) The performance section contains four sub-sections: Evaluation reports, education and training, commendatory, and disciplinary.

(a) Starting with the evaluation reports (NCOERs, Academic Reports). The information is arranged from newest to oldest. Ensure all your reports are there. The NCOER provides the board information on the types of jobs held, duty performance, and demonstrated potential.

(b) The education and training section contains certificates of training, course completion certificates, civilian education transcripts, and correspondence course data. Ensure that all education and training documents are present.

(c) The commendatory section contains awards, certificates of achievement, orders announcing badge awards, etc. To have a letter placed in the Performance-fiche, it must have a statement or endorsement that states it should be placed in the OMPF. The letter must reflect the Soldier's SSN and cannot be signed by anyone in the Soldier's rating scheme. Commendatory data is arranged from newest to oldest. If commendatory information is missing from your OMPF, you can send the information directly to US Army Enlisted Records and Evaluation Center (Commander, USAEREC (PCRE-FS), 8899 E. 56th Street Indianapolis, IN 46249-5301) through your PAC/PSC. If you want to keep the original, ensure you send a high quality copy. USAEREC will not return any documents after they have placed

them on your microfiche. It is important that all awards are present in this section. You also need to ensure the documents here match what is on the ERB.

(d) The disciplinary section contains Article 15's, letters of reprimand, etc. Pay very close attention to this area and make sure there are no erroneously filed documents in this section.

(4) The service section of the OMPF contains two sub-sections: service and general administration. This section contains promotion orders, enlistment contracts, and downgraded or disapproved award recommendations. You need to ensure that all required documents are present in this section.

Note: If an NCOER is missing from the microfiche, but a copy is available from your own files, send a copy to USAEREC at CDR, USAEREC (PCRE FS), 8899 E. 56th St., Indianapolis, IN 46249-5301. If a copy is not available, contact your PAC/PSC for advice and assistance.

(5) Transfer of Article(s) 15 from the performance section. Non-judicial punishment in your performance section will greatly affect your chances for promotion. Per AR 27-10, SSGs and above may request transfer of nonjudicial punishment (Article 15) or administrative punishment (memos of reprimand) from the performance section of their OMPF to the restricted section. The process is very lengthy; you should initiate removal action well before you enter the promotion zone of consideration.

Note: You must understand that the DA board, which reviews your request, may not grant it depending on the nature of the offense and when it occurred. The steps are summarized below:

(a) Policy.

1 You must submit substantive evidence that the intended purpose of the Article 15 or administrative punishment has been served and that transfer of the record is in the best interest of the Army.

2 Members in the grade of SGT or below apply to the Army Board for Correction of Military Records (ABCMR) under provisions of AR 15-185.

(b) Procedures.

1 Request transfer in writing (handwritten or typed) using military letter format. Your chain-of-command, personnel service NCO, or legal clerk should be able to assist you.

2 Send the request directly to President, DA Suitability Evaluation Board, HQDA (DAPC-MPC-E), Washington, DC 20310.

3 SSG (and above) should not write to the Army Board for Correction of Military Records (ABCMR) until this administrative petition has been made and the request denied.

4 If your petition is approved by the DA Suitability Evaluation Branch (DASEB), the board will direct the transfer of the Article 15 to the restricted fiche of the OMPF. The copy in the MPRJ will be removed.

Adverse action information

- **Removal of adverse action information from your OMPF by the DASEB is not justification for reconsideration for promotion if you were a previous non-select.**
- **Alleged errors or injustice on Article(s) 15 are not a basis for removal by the DASEB. AR 17-10 provides other alternatives. After you have worked through those alternatives, you can apply to the ABCMR.**

(c) Enlisted Record Brief (ERB). The ERB is the third and final portion of the file that you must review. The ERB compliments the OMPF and provides a detailed snapshot of your career. It is important to ensure that items in the OMPF match those on the ERB. After you have reviewed the ERB and have made applicable corrections, you must sign the ERB.

(d) Complete-the-Record NCOER. When you receive notification that you are in the primary or secondary zone for promotion, you may be eligible for a Complete-the-Record NCOER. This type of NCOER is only authorized when your last NCOER reflects a different duty position than the one which you are currently serving. You must serve in the new position for at least 90 days. You or your PAC should notify your rating chain of your eligibility for a Complete-the-Record NCOER.

(e) Common mistakes. The following are some examples of common problems found by DA Enlisted/Centralized selection boards. These examples provide a guide for you to use when reviewing your file:

- 1 Missing/outdated photos.
 - 2 Mustache exceeds regulatory guidelines or does not present a neat appearance.
 - 3 Missing awards and decorations.
 - 4 Missing ERB.
 - 5 Missing NCOERs.
 - 6 Incorrect or inconsistent data on civilian/military education on the ERB, cross checked against certificates and diplomas.
 - 7 Height and weight differences between photo and NCOERs.
 - 8 Inconsistent physical profile.
 - 9 Incorrect/missing PMOS/SMOS.
 - 10 Improper duty MOS.
 - 11 Incorrect authorized position dates.
 - 12 Wearing unauthorized awards and decorations.
 - 13 Illegible copies of the ERB.
- (f) Correspondence to the Board President. Memorandums to the president of the selection board are seen by voting members of the board. You may write to the board president to call attention to any matter that you feel is important to your consideration. The memorandum should be very brief, well-written, and carefully proofread.

Address all memorandums:

President, (SFC, MSG, SGM) Selection Board
c/o Commander
US Army Enlisted Records and Evaluation Center
ATTN: PCRE-BA
8899 E. 56th Street
Indianapolis, IN 46249-5301

Correspondence to the Board President

DOs and DO NOTs

DO:

- Be brief, concise, and factual
- Include only information not in your OMPF/PQF
- Include complete social security number
- Sign letter

DO NOT:

- Address information already on record
- Use as an avenue to express grievances
- Boast about yourself
- Use to justify past misconduct
- Enclose extraneous materials

(g) Standby Advisory Board consideration. Standby Advisory Boards are convened to consider errors that existed in a Soldiers OMPF when the file was reviewed by a promotion board.

1 The requirements for requesting a Standby Advisory Board to relook your records are found in AR 600-8-19, paragraph 4-14 and AR 600-8-104.

2 If you meet the criteria for the relook, contact your Personnel Service Battalion (PSB) for guidance on preparing and submitting your request.

APPENDIX A

Human Resources Command - Enlisted Personnel Management Directorate - Communication Initiatives

1. To enable Armor Soldiers better information access and more control over their career, HRC has provided these communication mediums:

a. Interactive Voice Response Telephone System (IVRS). The IVRS is an interactive telephone system that can access personnel and training information and provide information to the caller as a voice response. Enlisted Personnel Management Directorate (EPMD) will use the system to provide 24 hours a day automated assignment and Army schools information to Soldiers calling from the field. The system will tell Soldiers if they are on assignment and provide a location and report month. The system will also tell Soldiers if they are scheduled for an Army school and will provide class start and end dates. Soldiers may also choose from other options that will direct them to subject matter experts in the following important career management areas: retention, recruiter, drill sergeant, special forces, and ranger. Additionally, Soldiers may select an option connecting them with their career branch.

b. Fax machines. NCOs and personnel offices will save time by faxing communications directly to the appropriate branch for processing. Armor Branch will accept properly endorsed requests from Soldiers in Korea, deployed OCONUS, or when solicited by the branch. Please only fax specific personnel records requested by the branch; we have most records on hand. Armor Branch fax number is: DSN 221-4880, commercial (703) 325-4880.

c. Electronic Mail (E-Mail). The EPMD encourages NCOs and personnel offices to use e-mail communications as a means to rapidly exchange information. Inquiries concerning a personnel action, a future school, or assignment are examples of typical information exchanges. The Armor branch web page contains links and information regarding the Armor EPMD team. It is found at <https://www.perscomonline.army.mil/EParmor/Arhome.htm>.

d. Information Card. EPMD will distribute wallet-sized information cards to all NCOs. The card will provide a quick reference to the various methods of contacting their Career Managers at PERSCOM. The card will contain e-mail addresses, fax numbers, the IVRS telephone number, and the EPMD mailing address. The information card will be distributed to all enlisted personnel through installation offices.

2. Armor Branch provides a web site for reading the Armor Branch newsletter. This site can be found at www.hrc.army.mil, then go to "Enlisted Management" and on to the "Armor Career Branch" newsletters.

a. Other important Web site addresses for the Armor NCO:

The US Army Home Page	www.army.mil
The US Army Armor Center	www.knox.army.mil
The Sergeant Major of the Army	www.hqda.army.mil/sma
Human Resources Command	www.perscom.army.mil
The Office of the Chief of Armor	www.knox.army.mil/ocoa

3. New Features. Soldiers can update their preferences on Army Knowledge Online under the Assignment Satisfaction Key. Select three CONUS and OCONUS locations and duty type preferred (i.e. Airborne, Drill, Recruiter). This data is available to your Branch Managers to make more informed decisions on the placement of Soldiers in the field.

APPENDIX B

REFERENCES

AR 15-185	Army Board for Correction of Military Records
AR 27-10	Military Justice
AR 350-1	Army Training and Education
AR 350-17	Noncommissioned Officer Development Program
AR 600-8-19	Enlisted Promotions and Reductions
AR 600-8-104	Military Personnel Information Management/Records
AR 600-9	The Army Weight Control Program
AR 601-280	Total Army Retention Program
AR 621-5	Army Continuing Education System
AR 640-30	Photographs for Military Personnel Files
AR 670-1	Wear and Appearance of Army Uniforms and Insignia
DA PAM 350-58	Leader Development of America's Army
DA PAM 351-4	US Army Formal Schools Catalog
DA PAM 600-25	US Army Noncommissioned Officer Professional Development Guide
DA PAM 611-21	Military Occupational Classification and Structure
FM 22-200-20	Duties, Responsibilities, and Authority of the Noncommissioned Officer

